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EMERGENCY
SERVICES DIVISION

NEWSLETTER

1980
STATE DOCUMENTS COLLECTION

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OCT 15 1980

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NATIONAL RESOLVE AND PERSONAL COMMITMENT

Fred Somebody, Thomas Everybody, Pete Anybody, and Joe Nobody all worked for Civil Defense and Emergency Management, but they were not like you and me. They were odd people and most difficult to understand. They lacked commitment. The way they viewed their responsibility was a crime. All four worked either in FEMA, State, or local government, but you would not have enjoyed working with them. Everybody was a "40-hour per week" employee, who was inclined to come in late during duty hours and go home early to attend personal matters. Anybody was really capable but was afraid Somebody would take offense if he did his job, so Nobody did the work. Really, Nobody was the only decent one of the four. Nobody did the Program Papers or worked toward a total comprehensive Emergency Management Program. Once they needed the emergency operation plans updated and a mini Crisis Relocation Plan written. Everybody knew Anybody could do them. And Somebody thought Everybody could. Guess who finally did them -- Nobody!

While the above names are fictitious, you may recognize the characters. They could easily be federal, state, local government or the head of a household. Nevertheless the story is true. All lacked commitment.

My Regional Director, Frank Newton asked that I express my views in this column on emergency management and ways by which the program could be improved. Accordingly, I do not intend to sound unduly critical nor do I wish to leave the impression that I am in an adversary role between FEMA and the local government. On the contrary, I am in a supportive role of both elements. I have, as do most of you, an insatiable desire to provide a better service for our country. In order to do this we must sort out our priorities, open lines of communications, and fill the voids.

Management has been defined in part as the process of executing policy through the functional aspects of planning, organization, direction, coordination, and control. More simply stated, it is a means to accomplish an end or of getting the job done. The word "emergency" denotes urgency and implies that "preservation of life or protection of property" is involved. A close scrutiny of this definition demands that any manager's first order of business is to examine the mission statement. This is necessary so that both specified and implied tasks may be identified, a plan developed, and responsibility assigned for achieving them. Although management is usually constrained by laws, regulations, or resources, a clear and concise statement of the mission is fundamental to all activity. All of the organization's activities must be focused toward the major task and each part must contribute to the attainment of that goal with full and efficient use of resources. Management often works doubly hard but on tasks which are inconsistent with national goals.

In order to avoid such inconsistency, several changes beginning at the federal level are demanded. I believe the President of the United States should enunciate, in an unclas-

sified form, the Nation's national purpose, and aims or goals with a concomitant national strategy. FEMA then should direct how the civil defense program will support that national policy, aims and strategy whereby we at the State and local level, armed with this knowledge, can determine requirements and orchestrate our total efforts in support of that national policy. Undeniably this has been a major failure which has permeated the entire political infrastructure. A strong Civil Defense and Emergency Management Program cannot be formulated in a vacuum.

Moreover, those of us in Civil Defense and Emergency Management need to change our image. In our society we have a 20-80% syndrome, with 20% of the people doing all the work and 80% sitting idly by. This syndrome can also be viewed as consisting of four classes of people: those who make things happen; those who watch things happen; those who wonder what happened; and finally those who prevent things from happening. I believe that the total civil defense and emergency management system should be "purged" from federal through local level so as to retain only those who "make things" happen. It follows then that we should have men and women who are "possessed" -- possessed and driven by purpose and determination to preserve and protect our country.

During a recent survey, a question was posed to 50 local civil defense directors -- What are the five most prevalent reasons or items that preclude you from having a more functional civil defense agency? The first reason was lethargy, pure and simple. This translates into lack of "commitment," in my view, a glaring deficiency in our present system.

The common denominators, which lead us to the accomplishment of our mission, are motivation and commitment. Commitment is the ingredient which fosters the unremitting individual responsibility toward accomplishing the task at hand. Motivation is the catalyst which unleashes the talents, energies, and endurance and causes the "ego investment" of the individual to emerge. Without either commitment or motivation, an organization cannot reach perfection in its purpose.

In historical perspective, it has been proven that money cannot buy either commitment or motivation. Therefore, perhaps money should be withheld from the nonproductive states and local governments. This could be done, for example, by amending Public Law 93-288, with an effective date a year hence. By these means, counties would be denied both public and individual federal assistance following a presidential declared disaster unless that county has a certified and verified functional civil defense organization which is P & A eligible. That certification is the responsibility of the respective state director, and verification is inherent in the Federal Emergency Management Agency Regional Directors' responsibility. If this denial of funds does not galvanize the counties into action, then we need to abolish the entire program and advise the constituents whom they should file suit against if their county has made no effort to prepare in advance for a disaster.

I believe that every program should be evaluated and a program management document published which clearly lists the goals, standards, methodology, objectives, guidance, responsibilities, reports, references, and a program manager designated. The publications distribution formula at FEMA would be an excellent starting point. For example, Presidential Decision #1 was approved in September 1978. As of this writing, it has not been received by the States. Similarly, a blue print for our future, "A New Impetus -- Federal Management for Attack Preparedness," John Maco's testimony on civil defense before the House and Senate Armed Services Committees, was published in April of this year. Although I do not agree with the counterforce emphasis contained therein, it is an essential document for all directors. Yet, this vital document, the basis of this year's program paper submission, was just received by chance. How can a choir harmonize without a common song sheet? They can't.

In summary, ours is a noble mission, vital and challenging. I am proud to be part of the program. I appreciate more than words can express the warmth of your good wishes and

the comfort of your friendship for placing me in this position of trust and responsibility. I have worked the equivalent of two years' time during my 12 months as the State Director of Tennessee. I pledge to you no less effort as your Region IV Vice President to NEMA. To this end you have my commitment.

Guest Administrator's Message by

*Gene Tanner
State Administrator
State Emergency Services
Tennessee*

NEW REGIONAL DIRECTOR VISITS MONTANA

On September 25 and 26, our new FEMA Region VIII director, Mr. Richard I. Gonzalez made a get acquainted visit to our state office. During this short visit, Rich was briefed on Montana's emergency services capabilities and problems. He also visited with Local Coordinators Wilma Puich, Bill Murray and Paul Spengler. We offered our complete cooperation to Rich in our partnership; Federal, State and Local and we are impressed with his no nonsense, lets get moving approach. Best of luck, Rich.

CIVIL DEFENSE VISITS THE WHITE HOUSE

A group of concerned citizens, had a two hour conference with Mr. Lynn Daft, Associate Director of President Carter's Domestic Policy staff in the Executive Building of the White House on August 13, 1980. The conference was set up by Mr. Duane Foutz of Great Falls who has been spearheading a movement for years to try and insure adequate fallout shelters and protection for our citizens and he is also trying to get Civil Defense in the proper perspective within the President's National Goals.

Attending the meeting from the Federal Government in addition to Mr. Daft was John Macy, Frank Camm and Dr. Chipman from FEMA and representatives from the National Security Council and Office of Management and Budget. Governor Judge was represented by an aide as was Congressman Marlenee. Congressional aides were also present from Idaho and Wyoming. The city of Great Falls was represented by Bill Murray and members of the City Commission and School Board. Various state and local directors were present from throughout the United States.

Mr. Daft listened very attentively and took many notes and promised that he would bring our concern to the attention of the President. To date, we have not had a positive response.

We tried to convince the Executive Branch that until our Chief Executive pronounces that Civil Defense is a valid mission and he pronounces a strong national policy with goals and objectives with all branches of government striving for that ultimate goal that we shall never succeed in a strong Civil Defense posture.

USCDC AND MONTANA STATE ASSOCIATION

The State Association will meet in Great Falls on October 21 and 22 at 8:00 a.m. at the Holiday Inn. Dues structure will be discussed at that time. Please do not pay USCDC dues until after the Great Falls meeting.

BERN

Billings Emergency Radio Network (BERN)

Mt. St. Helens created quite a stir in Eastern Montana and as a result better communication, better information flow and better warning will be accomplished within the next six months. The Billings news media (8 radio, 3 TV and 1 newspaper) along with DES directors Jim Kraft, Yellowstone County; Tom Kelly, Stillwater County; Norm Parrent, Big Horn County; Norm Dewell, Carbon County; Dennis Beer, Sweet Grass County; and Jim Ross, Musselshell County have developed a communications system the first of its kind anywhere. The problem we had identified was that of better dissemination of official emergency/disaster information to the media (and as a result to the public). The objectives were three fold:

1. To provide official disaster information from one location.
2. To provide quick, simultaneous information to the media. (They all get the word at the same time as soon as possible).
3. To provide easier access to the Billings media by neighboring counties.

The solution to the problem was solved rather quickly when a DJ from KOOK radio, Gary Prindle, suggested using the NOAA weather radio receivers and installing a different crystal of a nearby frequency 161.64 MHZ. This is a radio broadcast frequency for remote locations. The transmitter is the big expense item (\$3,500) which the participating counties will share in the initial cost in proportion to anticipated use (Yellowstone 50% and the other counties 10% each). All news media and anyone else wanting to participate in the BERN system need only to purchase a low cost NOAA weather receiver and put the BERN crystal in it. We are now choosing a reliable receiver that all can purchase. The transmitter is on order and should be installed before February 1, 1981. The transmitter location will be the City of Billings Central Communications Center. They will

serve as the one-point location for all official disaster information.

Other agencies that need to be warned in time of emergency will also be encouraged to purchase a receiver thereby making the system a full fledged warning system.

This system will also serve neighboring counties making their access to the Billings media (which also serve their area) much easier. An example would be a disaster occurring in Columbus and Tom Kelly wanting to notify or warn the Columbus citizens. All he needs to do is call or radio Communications Central with a "BERN" message for Columbus only. The Communications Central dispatcher would transmit the message and all Billings media would hear it simultaneously and they would then broadcast it over their air waves. Time from Kelly's call to radio broadcast would be within two to three minutes.

This system supplements the EBS system - it isn't a replacement. EBS would still be used as it is now. But Mt. St. Helens and other things have shown weaknesses in that system too. The BERN transmitter can also be used as an EBS remote pickup unit because it is the same frequency. This would also supplement NOAA weather radio. Any local emergency can be rebroadcast over NOAA weather radio too.

Further information and discussion on this system will be presented at the Advanced Seminar in Great Falls.

James L. Kraft
Director
Yellowstone County DES

Auditors are the people who go in after the war is lost and bayonet the wounded.

Training Notices

PHASE COURSES AND HOME STUDY COURSES

All phase courses and home study courses will follow the same procedure as in the past -- fill out DCPA Form 435 (until used up). Then FEMA Form 95-2 will be used to replace it. Be sure to clear through your local coordinator all courses you request information or wish to attend.

Classes at Emmitsburg Maryland will be 100% funded through September 30, 1981.

Phase III

January 19-30, 1981
June 1-12, 1981
August 17-28, 1981

Phase IV

March 9-20, 1981
July 20-31, 1981

Career Development in Emergency Management

March 23-27, 1981 Aug. 31-Sept. 4, 1981

The following are the firm dates for phase courses offered by Region VIII for fiscal year 1981:

Phase I	November 3-14, 1980
Phase II	January 12-23, 1981
MOBDES	February 16-27, 1981
Phase III	March 9-20, 1981

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RDO/RDIW SCHEDULED

Radiological Defense Officer/Radiological Defense Instructors Workshop will be held in Livingston, Montana at the Yellowstone Motor Inn on November 16-21, beginning at 8:00 a.m. Sunday, November 16.

Persons attending will be able to go back to their areas and teach Radiological Monitoring (Limited by available funding).

* * * * *

Welcome Aboard: Gary Larson
Prairie County
Effective 7-1-80

TWO-DAY HAZARDOUS MATERIALS SEMINARS FOR '81

Two-Day Hazardous Materials Seminars are scheduled for:

March 11-12, in Bozeman, Montana
April 14-15, in Glasgow, Montana
May 12-13, in Hardin, Montana

All nearby counties are encouraged to participate and invite their response personnel to attend all or any segment of these courses.

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ADVANCED SEMINAR

There will be an advanced seminar held at the Holiday Inn, October 20-22 in Great Falls.

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WINTER SURVIVAL/STORM INFORMATION AVAILABLE

A brief pamphlet called "WINTER SURVIVAL a Consumer's Guide to Winter Preparedness" is available from the Department of Energy, Office of Consumer Affairs, Washington, D.C. Besides having winter survival tips in it, it contains a list of State Energy Offices and Federal Regional Energy Offices. It also contains space for emergency numbers for use in winter emergencies.

District Coordinators also have available a series of news articles published by FEMA for use by local newspapers to help make people aware of winter problems and their solutions. The articles include such titles as: Keep Posted on Weather Conditions; Make Your Home Self-Sufficient; Winter and Your Health; Travel Only If Necessary; and If a Storm Traps You in Your Car.

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Welcome Aboard: Terry Mercer
Valley County
Effective 7-1-80

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Items of Interest

From the 'Missoulian' September 14, 1980

Plutonium 'antidote' developed

BERKELEY, Calif. (AP)

A substance that removes deadly plutonium from living tissue has been developed by University of California scientists, who call it the first advance in treating radiation contamination in more than 30 years.

It also could prove valuable in removing radioactive elements from nuclear waste, thus defusing the highly controversial problems of storing spent plutonium, as well as low-level wastes from nuclear medicine and research, the scientists say of the "antidote."

"All of the chemistry for reactor-waste storage was developed shortly after the Manhattan Project," the intensive World War II effort to develop the atomic bomb, said Kenneth Raymond, one of the substance's inventors.

The substance, called LICAM-C, removed 70 percent of the plutonium injected into laboratory mice. And repeated doses could probably remove more with little or no toxic side effect, researchers said.

Plutonium, one of the deadliest substances known, is both a byproduct of and a fuel for nuclear-power plants and -weapon manufacture.

From the Roundup Record-Tribune, July 23, 1980

The following letter is reprinted in its entirety:

William McCaffree, Chairman
Musselshell County Commissioners
Courthouse
Roundup, Montana 59072

Dear Mr. McCaffree,

It has been my intention to write you on this matter for sometime. However, my correspondence has been somewhat backlogged.

I was the physician on duty in the Emergency Department at Billings Deaconess Hospital on the night that your ambulance service brought in Brian Toombs, with a broken neck, about a month and a half ago. I would like to take this opportunity to compliment you on the quality of your ambulance people. He had a severe injury, which if mismanaged in transportation could have resulted in death or paralysis. In order to prevent this it was necessary to immobilize the neck. Your people did the best job of this that I have seen in a long time. All too often the transporting crew does a fine job of immobilizing the head and neck but neglects to secure the body, depending on the patient not to move. Should the patient shift on the stretcher under such circumstances disaster would result. Your crew did not make this common error. Brian's head, neck, and body were all secured to the back board in exemplary manner.

I hope that you will be able to retain the excellent people that you now have, as well as maintaining their superior level of training, as I shall look forward to dealing with them in the future.

Sincerely,
Steven H. Bernbaum, M.D.

Thank you Dr. Bernbaum, and Mr. McCaffree, for helping to make this Musselshell County emergency program more visible to the public.

"The hottest places in Hell are reserved for those who, in a time of moral crisis, refuse to take a stand."

From the Kalispell Weekly News, June 4, 1980

July 11, 1980

FLATHEAD COUNTY

Gayden (Bud) Mansir II was nominated for a life-saving award by Kim Potter, director of the Flathead County Office of Civil Defense.

Mansir is credited with saving the life of 18 year old Doug Anderson of Whitefish after Anderson choked on a piece of watermelon during a watermelon eating contest at a picnic.

Mansir intervened using cardio-pulmonary resuscitation and the obstructed airway technique and saved Anderson's life by use of the Heimlich Maneuver.

Mansir learned the technique from Flathead County CPR instructors.

In a letter to the American Red Cross, Potter explained the circumstances of the incident.

LINCOLN COUNTY

The "hardening" project on the EBS station in Lincoln County was recently completed. This is a fully federally funded project involving installation of electromagnetic pulse protection, emergency power and construction of a fallout shelter from which the station can broadcast in a fallout situation.

POWELL COUNTY

Powell County had an outstanding civil defense booth at the county fair. Director Earl Wahl reported that he had a display of monitoring equipment, and handed out thousands of pieces of literature including several cases of Protection in the Nuclear Age (H-20). Earl also had a continuous 35 mm slide show borrowed from State DES to attract people to the booth. Earl's attractive part time secretary, Paulette Miller, also helped attract folks to the booth and was a big help in running the booth.

Incidentally, directors should order publications at least three months in advance when

bulk quantities are needed.

BLAINE COUNTY

The Blaine County Emergency Operations Center is now fully operational. Congratulations!

LIBERTY COUNTY

Congratulations to Rod Keith for completion of Phase III at Colorado Springs.

PONDERA COUNTY

Congratulations to Helen Elliott for completion of Phase IV at Battle Creek.

PHILLIPS COUNTY

Welcome aboard to Bud Bradley. Mr. Bradley is the new County DES Director effective 10-1-80 replacing Russel Cebulski.

ROSEBUD COUNTY

DES Director John Shorthill completed an advanced driver education workshop sponsored by the Montana Office of Public Instruction. The course was held at the Montana Highway Patrol's track in Lewistown and participation was by invitation. It was designed to teach handling of several types of vehicles in hazardous situations.

CARBON COUNTY

Carbon County DES Director, Norm Dewell, got a chance this quarter to find out that his system can and does respond to hazardous materials incidents when a trailer filled with 130 gallons of chemical adhesive turned over on US-212 the night of August 15.

According to the Carbon County News, the Chem-trec toll-free "help line" was utilized to find out that the adhesive was highly flammable and would cause nausea but was otherwise not harmful.

(CONTINUED)



VOLCANIC ASH CONTINGENCY PLAN

The State Disaster and Emergency Services office in coordination with the Department of Health and Environmental Sciences, Justice, Highways, Community Affairs and the Governor's office has prepared and published the "Montana Contingency Plan for Volcanic Ash Fallout". The contingency plan identifies state responsibilities in an ash fallout situation and includes planning guidance for the development of local government volcanic ash fallout plans.

FILMS AVAILABLE

"U. S. Security & Soviet Civil Defense"
#67 Color-Approximately 35 minutes

"Soviet Civil Defense and U.S. Security: American in Hostage" is a video presentation produced by the Advanced International Studies Institute and is available for viewing.

The presentation details the enormous Soviet civil defense program, estimated to cost between \$4 and \$6 billion annually, in the context of Soviet strategy for war fighting and war winning, and in terms of the specifics of the USSR program for national survival. The film is an excellent film that highlights the asymmetry between the massive Soviet commitment to civil defense and the absence of any comparable U.S. commitment.

"Your Chance to Live"

Complete sets of "Your Chance to Live" films (16mm, color) are available through the district coordinators. These films were designed to complement the "Your Chance to Live" books which must be ordered separately (orders take 2-3 months) and which were designed for use by grades seven through nine.

Some films can be used with lower grades. Films are 15 minutes and cover floods, earthquakes, nuclear disasters, pollution, hurricanes, tornadoes, technological failures, etc. There is an excellent introductory film called "Earthwatch". All films are described in the new FEMA catalog recently mailed to all directors.

SEARCH AND RESCUE FILMS AVAILABLE

The following is a list of films available through your local Safeco Insurance Agency.

"The Lost Hunter"
"By Nature's Rule"
"Thermal Wilderness"
"Climbing Country"

They are also available through:

Rescue News
Box 8247
Portland, Oregon
Phone: (503) 231-7150

"The Lost Hunter" is also available on loan from:

Western Rescue Journal
P. O. Box 1537
Boise, Idaho 83701

NEW DIRECTOR'S SEMINAR HELD IN HELENA

On September 8-9, 1980 two new directors and two new secretaries attended a "mini" seminar in the State office. Those in attendance were: Cynthia Kaze, Yellowstone County; Barbara Hanson, Rosebud County; Rodger Johnson, Beaverhead County; and Gene Gamble, Treasure County. Welcome aboard to all of you.

SPECIAL THANKS

A special thanks to Kim Brander, 911 Center dispatcher in the Missoula EOC, who recommended changes to clarify NAWAS procedures for State Warning Points. District One Coordinator Bill Thomas incorporated Kim's comments into a revised SOP which was forwarded to Helena for approval and dissemination statewide. Thanks, Kim. That's exactly the kind of critical constructive input we need to make the system work.

'There Is No Other Place'

It was a balmy June day in 1944. My mother and I boarded a German freighter which was to take us away from German-occupied Lithuania into Germany itself.

The Eastern Front began to collapse, bringing the Soviets to the outskirts of the city we were about to leave. Sounds of artillery fire which, the day before seemed distant now appeared to grow louder and closer.

The stream of newly created refugees boarding the ship appeared endless. We settled near the railing for an unobstructed view of Klaipeda, the city of my birth. My mother gazed into the distance. "Look and remember that skyline," she said. "You will never see it again."

Profound impact. Even though I was only seven years old, the finality in her voice had a profound impact on me. That same sense of foreboding was also evident on the hundreds of tear-streaked faces as we pulled away from the dock and headed out across the Baltic Sea.

Our immediate goal was to escape Soviet occupation. This despite our harsh five-year experience under German occupation. Only days before our departure, my father was forcibly inducted into a "slave labor" auxiliary which freed the German military from such tasks as digging trenches and other noncombat related manual labor.

Only days before we attended a Catholic Mass where armed German soldiers stood guard in the aisles throughout the services (performed in German).

Only days before I was in the first grade where, at the beginning of every day, we stood with our right hand raised in the customary Nazi salute. We were pledging allegiance not to the flag, not to a country, but to a man -- Adolph Hitler.

If occupation under the Germans was intolerable, occupation under the Soviets was unthinkable. Deportations to Siberia, total abolishment of personal freedoms, and the substitution of Communist philosophy for religious freedom were but a few practices which Lithuanians became familiar with during previous Soviet occupations. So, we fled.

Our journey stopped briefly on a farm in East Germany. Two months later, my father

escaped and joined my mother and me. But the Soviets were advancing into East Germany, and it was time to flee again.

Almost a year. Thus began a voyage of almost a year, through a Germany which was feeling the wrath of the Allies. Daily (and nightly) bombing raids became routine. Life hung in balance every time a bomb exploded in close proximity to our shelter.

We could have avoided all this if only we had remained in Lithuania and embraced Communism. But then, that was never an alternative.

In May 1945, the war had only days remaining. My father had, for the past few months, remained secluded in the attic of our apartment building. Man-power shortages forced the Third Reich to induct anyone who was physically capable of carrying a rifle, regardless of age. It was not enough. Germany surrendered 7 May, 1945.

We settled in West Germany with our goal of evading Communism temporarily achieved. But the political climate in post-war Europe changed, and the cold war made freedom from Soviet occupation less certain.

Explore ways. My father began to explore ways of leaving Europe. South America was open to displaced persons because of badly needed technical and professional skills.

Our fortunes, however, improved dramatically when we relocated an aunt and uncle with whom we had lost contact during the war. They arranged for our emigration to the U.S.

We were full of anticipation as we boarded a World War II troop ship, in December 1949, for the Atlantic crossing. A totally new language and culture awaited us. But somehow it seemed like the start of another odyssey similar to the one we began in 1944.

As we headed out to the open sea, I asked my father, "Where will we go if the Soviets come to America?" His answer was firm, "There is no other place."

By Lt. Col. Darius V. Bakunas
United States Air Force

